

School of Business

master of business administration

master of science in financial management

certificate for advanced study

human resource management

accounting

finance

international business

accounting

human resource management

information technology

international business

taxation

marketing

finance

taxation

marketing

information technology

Applications and Information

For applications and additional information, please write or call:

School of Business

Committee on Graduate Admissions

Donnarumma Hall, Room 251

Fairfield University

Fairfield, CT 06430-5195

Telephone: (203) 254-4070; Fax: (203) 254-4105; E-Mail: WINSTON@FAIR1.FAIRFIELD.EDU

Fairfield University admits students of any sex, race, color, marital status, sexual orientation, religion, age, national origin or ancestry, disability or handicap to all the rights, privileges, programs and activities generally accorded or made available to students of the University. It does not discriminate on the basis of sex, race, color, marital status, sexual orientation, religion, age, national origin or ancestry, disability or handicap in administration of its educational policies, admission policies, employment policies, scholarship and loan programs, athletic programs or other University-administered programs.

STUDENTS WITH DISABILITIES — It is Fairfield University's policy that no qualified disabled student shall, on the basis of disability, be discriminated against, excluded from participation in, or denied the benefits of any academic program, activities, or services. The University provides support services and arranges reasonable accommodations for disabled students. However, the University will not alter the essential academic elements of courses or programs. Students who require support services or other accommodations should contact the Director of Student Support Services, Dolan 210. Arrangements for appropriate accommodations may be made in a cooperative effort between the student, the faculty member, and student support services. The University may require documentation of learning disability.

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The Mission of Fairfield University

Fairfield University, founded by the Society of Jesus, is a coeducational institution of higher learning whose primary objectives are to develop the creative intellectual potential of its students and to foster in them ethical and religious values and a sense of social responsibility. Jesuit education, which began in 1547, is committed today to the service of faith, of which the promotion of justice is an absolute requirement.

Fairfield is Catholic in both tradition and spirit. It celebrates the God-given dignity of every human person. As a Catholic university it welcomes those of all beliefs and traditions who share its concerns for scholarship, justice, truth, and freedom, and it values the diversity which their membership brings to the university community.

Fairfield educates its students through a variety of scholarly and professional disciplines. All of its schools share a liberal and humanistic perspective and a commitment to excellence. Fairfield encourages a respect for all the disciplines — their similarities, their differences, and their interrelationships. In particular, in its undergraduate schools it provides all students with a broadly based general education curriculum with a special emphasis on the traditional humanities as a complement to the more specialized preparation in disciplines and professions provided by the major programs. Fairfield is also committed to the needs of society for liberally educated professionals. It meets the needs of its students to assume positions in this society through its undergraduate and graduate professional schools and programs.

A Fairfield education is a liberal education, characterized by its breadth and depth. It offers opportunities for individual and common reflection, and it provides training in such essential human skills as analysis, synthesis, and communication. The liberally educated person is able to assimilate and organize facts, to evaluate knowledge, to identify issues, to use appropriate methods of reasoning, and to convey conclusions persuasively in written and spoken word. Equally essential to liberal edu-



education is the development of the aesthetic dimension of human nature, the power to imagine, to intuit, to create, and to appreciate. In its fullest sense liberal education initiates students at a mature level into their culture, its past, its present, and its future.

Fairfield recognizes that learning is a lifelong process and sees the education which it provides as a foundation upon which its students may continue to build within their chosen areas of scholarly study or professional development. It also seeks to foster in its students a continuing intellectual curiosity and a desire for self-education which will extend to the broad range of areas to which they have been introduced in their studies.

As a community of scholars, Fairfield gladly joins in the broader task of expanding human knowledge and deepening human understanding, and to this end it encourages and supports the scholarly research and artistic production of its faculty and students.

Fairfield has a further obligation to the wider community of which it is a part, to share with its neighbors its resources and its special expertise for the betterment of the community as a whole. Faculty and students are encouraged to participate in the larger community through service and academic activities. But most of all, Fairfield serves the wider community by educating its students to be socially aware and morally responsible persons.

Fairfield University values each of its students as an individual with unique abilities and potentials, and it respects the personal and academic freedom of all its members. At the same time it seeks to develop a greater sense of community within itself, a sense that all of its members belong to and are involved in the University, sharing common goals and a common commitment to truth and justice, and manifesting in their lives the common concern for others which is the obligation of all educated, mature human beings.

The University

Fairfield University, founded in 1942, became the 26th institution of higher learning operated by the Jesuit order in the United States — the inheritor of a tradition of learning and scholarship that dates back to 1540, when St. Ignatius Loyola founded the Society of Jesus on the principle of active service in the world.

Many Jesuits chose education as their field of service. A basic Jesuit principle, the striving for excellence, led them to create schools that have become renowned for their academic quality. Over the centuries, a Jesuit education has come to mean a high standard of academic and intellectual discipline within Judeo-Christian values.



The majority of Fairfield's faculty are lay people who represent many faiths and many creeds, and students are selected without regard to sex, race, color, marital status, religion, age, national origin or ancestry, disability or handicap. There is one common tie — a commitment to moral and spiritual values. This is the cornerstone of Fairfield's academic philosophy — the search for truth through learning.

Fairfield University is comprised of the College of Arts and Sciences, the School of Business, the School of Nursing, the Graduate School of Education and Allied Professions, School of Continuing Education and the BEI School of Engineering.

Located in America's "academic corridor," — that short expanse from New York City to Boston that contains the world's largest concentration of colleges and universities — Fairfield provides access to many cultural, recreational, social and intellectual programs. In addition to its proximity to New York City and all the recreational possibilities available there, the immediate area offers many fine local theaters and cinemas, restaurants, botanical and zoological gardens, and many excellent beaches and boating facilities.

Fairfield's 225-acre campus is among the most beautiful in the country. Created from two large private estates, it retains a gracious, tranquil atmosphere. There are many wooded areas, lawns, gardens and pleasant walks, and, from several vantage points, a broad view of the blue waters of Long Island Sound.

Because the University was founded just 50 years ago, all of its buildings are modern and well-suited to the needs of its students. Some of the outstanding buildings are the Bannow Science Center; the Nyselius Library; the Recreational Complex; Donnarumma Hall; Canisius Hall; the Regina A. Quick Center for the Arts, with a 730-seat theater, a smaller experimental theater, and art gallery; and the Egan Chapel of St. Ignatius Loyola.

Accreditation

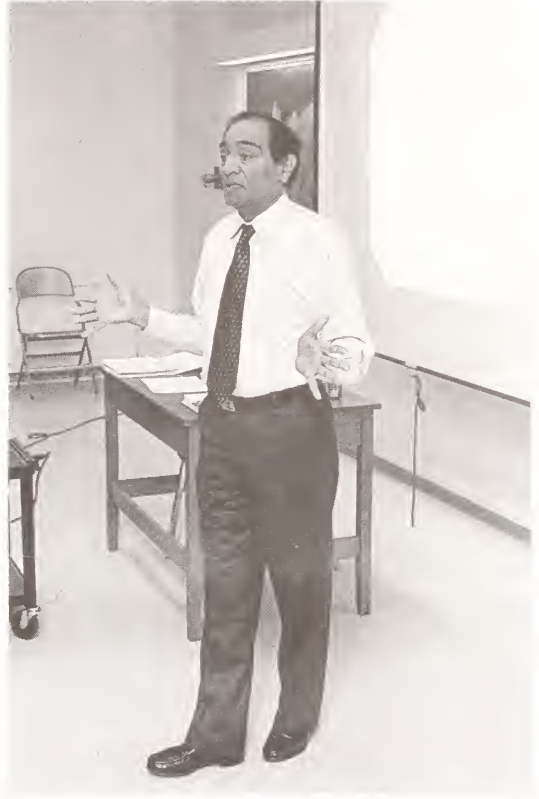
Fairfield University is fully accredited by the New England Association of Schools and Colleges, which accredits schools and colleges in the six New England States. Accreditation by one of the six regional accrediting associations in the United States indicates that the school or college has been carefully evaluated and found to meet standards agreed upon by qualified educators.

The State of Connecticut Department of Education has approved the programs for teacher certification at the secondary level and graduate programs leading to certification in specialized areas of education in the Graduate School of Education and Allied Professions. In addition, its School and Community Counseling programs have received accreditation from the Council for Accreditation of Counseling and Related Educational Programs (CACREP).

The School of Nursing has been accredited by the National League for Nursing and approved by the Connecticut Department of Higher Education and by the Connecticut State Board of Examiners for Nursing.

In October 1980, the State of Connecticut Department of Higher Education granted licensure for the Master of Science in Financial Management program. The State of Connecticut Department of Higher Education has granted full accreditation for the Master of Business Administration and for the Master of Science in Financial Management programs.

The University holds memberships in the National Association of Independent Colleges and Universities, American Council for Higher Education, American Assembly of Collegiate Schools of Business, American Association of Colleges for Teacher Education, American Council on Education, Association of Jesuit Colleges and Universities, Connecticut Association of Colleges and Universities for Teacher Education, Connecticut Conference of Independent Colleges, Connecticut Council for Higher Education, National Catholic Educational Association, National League for Nursing, and New England Business and Economic Association.



Fairfield University complies with the Family Educational Rights and Privacy Act of 1974 (also known as the Buckley Amendment) which defines the rights and protects the privacy of students with regard to their educational records.

This catalogue pertains only to the graduate programs at Fairfield University. It will be useful as a source of continuing reference and should be saved by the student.

The provisions of this bulletin are not to be regarded as an irrevocable contract between Fairfield University and the student. The University reserves the right to change any provision or any requirement at any time.

General Information

Transcripts

Graduate transcript requests should be made in writing to the University Registrar's Office in Canisius Hall. There is a \$4 fee for each copy. Students should indicate the program and dates that they attended. In accordance with the general practices of colleges and universities, official transcripts with the University Seal are sent directly by the University. Requests should be made one week in advance of the date they are needed. Requests are not processed during examination and registration periods.

Refund of Tuition

All requests for tuition refunds must be submitted to the appropriate Dean's office immediately after the withdrawal from class. (Fees are not refundable.) The request must be in writing and all refunds will be made based on the date notice is received or, if mailed, on the postmarked date according to the following schedule. Refunds of tuition charged on either a MasterCard, VISA, or American Express must be applied as a credit to your charge card account.

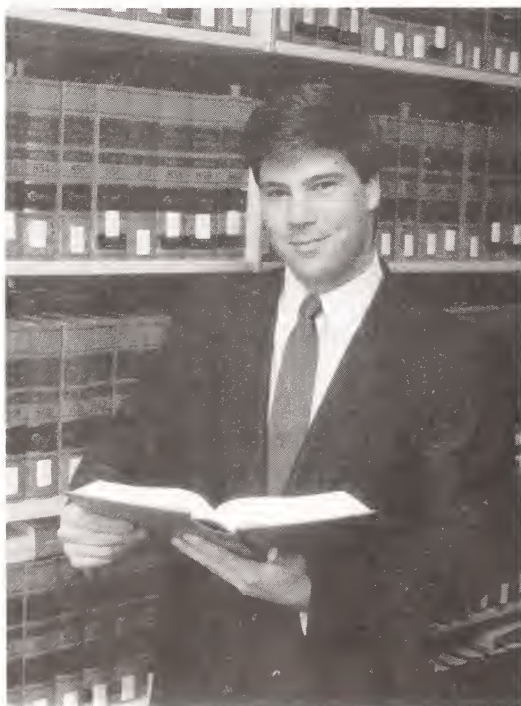
	Amount Refundable
Before first scheduled class	100%
Before second scheduled class	90%
Before third scheduled class	80%
Before fourth scheduled class	60%
Before fifth scheduled class	40%
Before sixth scheduled class	20%
After sixth scheduled class	0

Refund takes 4-6 weeks to process.

Note: If federal or state financial aid is utilized, the refund amount may be less than the above percentages.

Withdrawal

Students who wish to withdraw from a single course, all courses, or the School must submit a written statement of their intention to the appropriate Dean for his or her approval. Failure to attend class or merely giving notice to an instructor does not constitute an official withdrawal and may result in a penalty grade(s) being recorded for the course(s). In general, course withdrawals are not approved after the sixth scheduled class. Exceptions may be approved by the Dean in extreme cases.



University Course Numbering System

Undergraduate

- 01-99 Introductory courses
- 100-199 Intermediate courses without prerequisites
- 200-299 Intermediate courses with prerequisites
- 300-399 Advanced courses, normally limited to juniors and seniors and open to graduate students with permission

Graduate

- 400-499 Graduate courses, open to undergraduate students with permission
- 500-599 Graduate courses

Financial Aid

Federal Stafford Loans (*formerly GSL*)

Under this program, graduate students may apply for up to \$18,500 per academic year, depending on their educational costs. Students demonstrating need (based on federal guidelines) may receive up to \$8,500 of their annual Stafford Loan on a subsidized basis. Any amount of the first \$8,500 for which the student has not demonstrated need (as well as the remaining \$10,000 should they borrow the maximum loan), would be borrowed on an unsubsidized basis.

When a loan is subsidized, the federal government pays the interest for the borrowers as long as they remain enrolled on at least a half-time basis, and for a six-month grace period following graduation or withdrawal. When a loan is unsubsidized, the student is responsible for the interest and may pay the interest on a monthly basis or opt to have the interest capitalized and added to the principal.

How to Apply

Students must obtain a copy of the Fairfield University Application for Financial Aid from the Office of Financial Aid (OFA), complete and return it to the OFA.

In addition, students must complete the Free Application for Federal Student Aid (FAFSA), which may be obtained from the OFA, and submit it to the U.S. Department of Education for processing.

Following submission of the FAFSA, the student will receive a Federal Student Aid Report (SAR) which must be submitted to the Office of Financial Aid along with a complete, signed copy of their most recently filed federal income tax return. Students should complete and sign the certification section of the SAR before returning it to the University.

Students applying for financial aid at Fairfield University for the first time, must request a Financial Aid Transcript from the financial aid office at all colleges previously attended, regardless of whether aid was received while in attendance.

Students must obtain a Federal Stafford Loan application from the lender of their choice. Students who have borrowed previously should borrow from their prior lender. First time borrowers may request an application from the Office of Financial Aid. The completed application must be returned to the Office of Financial Aid for processing.

Approved loans will be disbursed in two installments and checks will be forwarded directly to the University's Office of the Bursar. The lender will deduct a total of 4% from the disbursements for origination and insurance fees. The Office of the Bursar will invite students in to endorse checks once they are received.

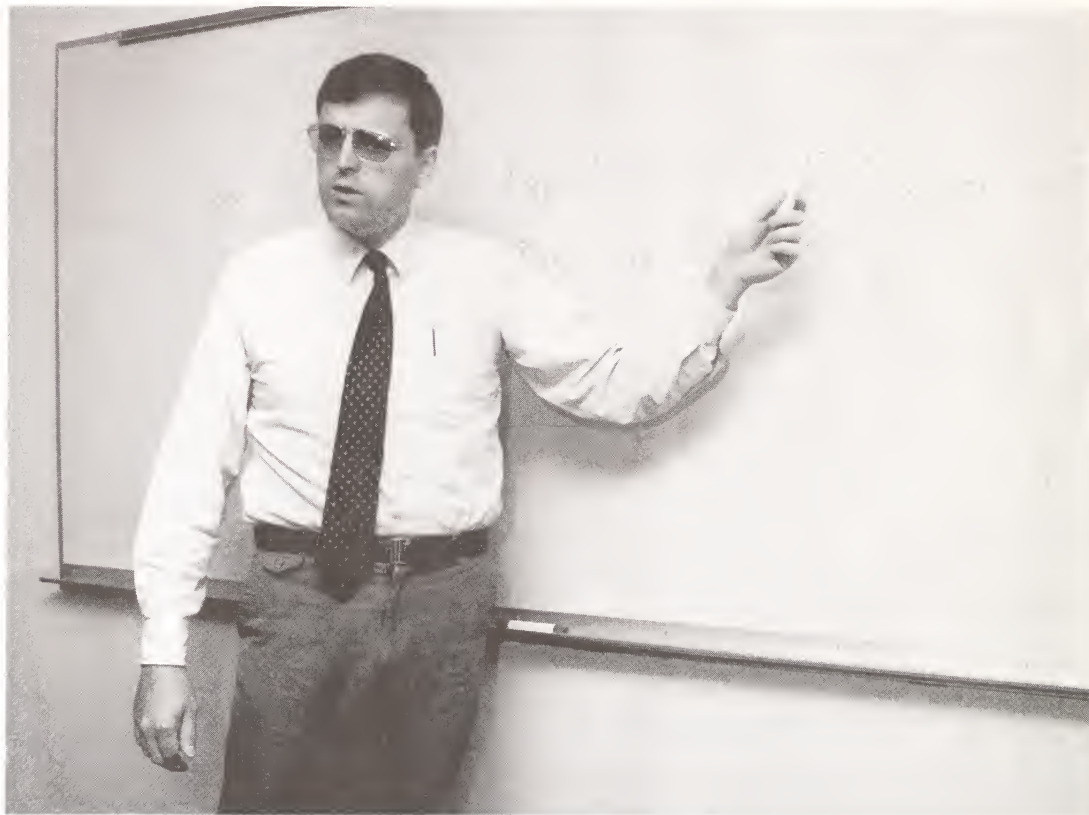
Family Education Loan Program (FELP)

Loans to assist graduate and professional students pay the cost of attending the University. Repayment begins 30 to 60 days after the loan is disbursed at a fixed rate of 8.4%. Interest-only payments are required while the student is in school. Loans are available from \$2,000 to \$20,000 per academic year.

To apply, contact the Connecticut Higher Education Supplemental Loan Authority at 1-800-252-FELP in Connecticut or 1-203-522-0766 from out of state.

Reimbursement by Employer

Many corporations, school systems and hospitals have a tuition reimbursement plan for their employees. Students should check their company policies and procedures which apply to degree studies.



Tax Deductions

Treasury regulation (1.162.5) permits an income tax deduction for educational expenses (registration fees and cost of travel, meals and lodging) undertaken to: (1) maintain or improve skills required in one's employment or other trade or business, or (2) meet express requirements of an employer or a law imposed as a condition to retention of employment job status or rate of compensation.

Veterans

Veterans may apply educational benefits to degree studies pursued at Fairfield University. Veterans should submit their file numbers at the time of registration. The University Registrar's office will complete and submit the certification form.

Alumni Association Graduate School Grant

The Fairfield University Alumni Association, recognizing the value of graduate education and the financial needs of students pursuing an advanced degree, has established a scholarship grant. This grant will be awarded annually to a matriculating member of the University's Graduate School of Education and Allied Professions, or the Master of Science in Financial Management Program or the Master of Business Administration in the School of Business.

The scholarship is based on need and academic achievement. To be eligible for the award, candidates must have completed a minimum of 12 credits. The scholarship is for the Spring semester and covers the cost of one three-credit course. Applications are available each Fall in the Alumni Relations Office, Southwell Hall, and are reviewed by the selection committee in early December. For more information call the alumni office at (203) 254-4280.

Library

The Nyselius Library contains more than 268,000 carefully selected bound volumes, the equivalent of 62,500 volumes in microform, and 1,830 journals and newspapers. A media resources department provides convenient use of audio-visual and other non-print materials. The reference department offers interlibrary loan and on-line and CD-ROM bibliographic search services. The stacks are open to all students and there is study space, primarily at individual carrels, for more than 600 students. For the convenience of the campus community, the library is open 104 hours a week except during vacation periods.

Because the library has an automated circulation system, students must obtain barcode labels for their University identification cards at the circulation desk before they can borrow materials.

Campus Ministry

The Campus Ministry Team is composed of three Jesuit priests, a religious sister, a laywoman, and a Protestant minister. The members of the ministry team provide counseling and spiritual direction, foster prayer life, coordinate interfaith and ecumenical religious events, conduct liturgies and retreats, and encourage student-led ministries and participation in community service and international mission opportunities. The ministers are available at any time for students's needs and can be reached at the Pedro Arrupe, S.J. Campus Ministry Center or in their residence hall suites.

Housing

University residence hall facilities on campus are reserved for undergraduates and full-time graduate students. Off-campus housing for graduate students can be arranged on an individual basis through the coordinator of off-campus housing.

Student Services

Graduate students are invited to participate in the non-academic facets of campus life. Many of the University's student services are available to students in the graduate schools on a fee-for-service basis.

Academic Grievance

The purpose of procedures for review of academic grievances is to protect the rights of students, faculty, and the University by providing mechanisms for equitable problem-solving.

A "grievance" is defined as a complaint of unfair treatment for which a specific remedy is sought. It excludes circumstances which may give rise to a complaint for which explicit redress is neither called for nor sought, or for which other structures within the University serve as an agency for resolution.

Academic grievances either relate to procedural appeals or to academic competence appeals.

Procedural appeals are defined as those seeking a remedy where no issue of the quality of the student's work is involved. For example, a student might contend that the professor failed to follow previously announced mechanisms of evaluation.

Academic competence appeals are defined as those seeking a remedy because the evaluation of the quality of a student's work in a course is disputed.

"Remedies" would include but not be limited to awarded grade changes, such as permission to take make-up examinations or to repeat courses without penalty.

The procedures defined here must be initiated within a reasonable period (usually a semester) after the event which is the subject of the grievance.

Informal Procedure

Step one: The student attempts to resolve any academic grievance with the faculty member, Department Chair, or other individual or agency involved. If, following this initial attempt at resolution, the student remains convinced that a grievance exists, she/he advances to step two.

Step two: The student consults the Chair, or other individuals when appropriate, bringing written documentation of the process up to this point. If the student continues to assert that a grievance exists after attempted reconciliation, she/he advances to step three.

Step three: The student presents the grievance to the Dean of the involved school, bringing to this meeting documentation of steps one and two. If the Dean's attempts at mediation prove unsuccessful, the student is informed of the right to initiate formal review procedure.

Formal Procedure

Step one: If the student still believes that the grievance remains unresolved following these informal procedures, she/he initiates the formal review procedure by making a written request for a formal hearing through the Dean to the Academic Vice President. Such a request should define the grievance and be accompanied by documentation of completion of the informal process. It should also be accompanied by the Dean's opinion of the grievance.

Step two: The Academic Vice President determines whether the grievance merits further attention. If not, the student is so informed. If so, the Academic Vice President determines whether it is a procedural or competence appeal. If it relates to a procedural matter, she/he selects a Dean (other than the Dean of the involved school) to chair a Grievance Committee.

If it relates to an academic competence matter, the Academic Vice President requests from the Dean involved the name of two outside experts to serve as a consultant panel in determining the merit of the student's grievance.

Step three: For procedural appeals, the Grievance Committee takes whatever steps are deemed appropriate to render a recommendation for resolving the grievance. The Committee adheres to due process procedures analogous to those in the Faculty Handbook.

For competence appeals, the Academic Vice President contacts the outside panel members and requests that they review the case in relation to its content validity.

Step four: The recommendation from either the Grievance Committee or the panel is forwarded to the Academic Vice President in written form, accompanied, if necessary, by any supporting data that formed the basis of the recommendation.

Step five: The Academic Vice President renders a final and binding judgment, notifying all involved parties. If the grievance involves a dispute over a course grade given by a faculty member, the Academic Vice President is the only University official empowered to change that grade, and then only at the recommendation of the committee or panel.



The Barone Campus Center

The Barone Campus Center is the social focal point for all sectors of the University community. The Center is open weekdays and Fridays from 8 a.m. to midnight; Saturdays and Sundays from 8 a.m. to 11 p.m.

Included in the Barone Campus Center facilities are: the bookstore (open from 8:30 a.m. to 7:00 p.m., Monday through Thursday: 8:30 am to 5:00 p.m., Friday); and 11:00 a.m. to 4:00 p.m., Saturday and Sunday, telephone 254-4262), game room, mail room (open Monday-Friday, 9:30 a.m.-3:45 p.m.), ride boards, weekly activities bulletin, and the Stag-Her Inn (Snack Bar open Monday-Friday, 8 a.m.-midnight; Saturday and Sunday, noon-11 p.m.). For more information, call the Barone Campus Center Information Desk from 9 a.m. to 9 p.m., (203) 254-4222, or ext. 4222.

Recreational Complex

The Recreational Complex is a multi-purpose facility with a 25-meter swimming pool; a fieldhouse unit that can be used interchangeably for badminton, volleyball, tennis, basketball and jogging; enclosed courts that can be used for handball and racquetball; two exercise rooms; a multi-purpose room that can be used for modern dance, slimnastics and exercising; two saunas and a whirlpool bath; a sunbathing deck; and locker rooms.

Graduate students are eligible to join during each semester they are enrolled upon presentation of a University identification card validated for the current semester. Membership fee information is available at the Recreational Complex. The office is open from 10 a.m. to 5:30 p.m., Monday through Friday. For complete information, call (203) 254-4140, during office hours.

Special Events

A continuous series of special events including exhibitions, lectures, and dramatic and musical programs is scheduled throughout the academic year. These events are open to all members of the University community, and many of them are free. For a complete calendar of events contact the Barone Campus Center, ext. 4222.

Security

The Security Department is responsible for the safety and security of persons and property associated with Fairfield University. The office is open, and security officers are on patrol, 24 hours a day year-round. Violations of University regulations which require immediate attention should be reported to the Security Department.

The Security office is located in Room 2 on the ground floor of Loyola Hall. To reach the department from an outside telephone line, dial 254-4090; from an inside line, dial extension 4090. **In an emergency, dial 254-4090.**

Parking

All vehicles must display a valid parking permit and park properly in the designated area. Parking permits may be obtained at the Security Department, Room 2, Loyola Hall. **A valid University identification card or receipt of registration and a motor vehicle registration must be presented when registering a motor vehicle.**

Unauthorized vehicles in handicapped, fire lane or service vehicle spaces will be towed at the owner's expense. A number of parking spaces have been designated for handicapped persons throughout the campus. Vehicles of handicapped persons displaying a current permit either from the state in which they reside or a University permit may park in these areas. A pamphlet detailing traffic and parking regulations is available at Security.

School of Business Graduate Programs

Calendar 1996-97

Classes are offered on Monday, Tuesday, Wednesday and Thursday evenings and Saturday to accommodate those in the program employed full time.

Fall Semester 1996

September 1	Registration deadline (by mail)
September 4	Wednesday classes begin
September 5	Thursday classes begin
September 9	Monday classes begin
September 10	Tuesday classes begin
October 14	Columbus Day, University holiday
October 18	Degree cards due for January graduation
November 27 - November 30	Thanksgiving Recess
December 10	Tuesday classes end
December 11	Wednesday classes end
December 12	Thursday classes end
December 14	Saturday classes end
December 16	Monday classes end

Spring Semester 1997

January 12	Registration deadline (by mail)
January 13	Monday classes begin
January 14	Tuesday classes begin
January 15	Wednesday classes begin
January 16	Thursday classes begin
January 18	Saturday classes begin
January 20	Martin Luther King Jr. Day, University holiday
February 7	Degree cards due for May graduation
February 10	Deadline for application to graduate — May Commencement — and/or approval of thesis proposal
March 10-14	Spring Recess
March 31-April 4	Easter Recess
April 29	Tuesday classes end
April 30	Wednesday classes end
May 1	Thursday classes end
May 3	Saturday classes end
May 5	Monday classes end
May 18	Commencement

Summer Session 1997

July 11	Degree cards due for August graduation
To be scheduled	

A Message from the Dean

There are many changes that have taken place, and that continue to occur, in our society, culture, economy, and health care delivery system. With the opportunities and problems presented to us in the worldwide political, economic, and cultural environment, clearly we are at an historic crossroads.

As we enter the 21st century, everyone needs to have a better understanding of the global village. The competitiveness of American business and the success of our society hinge on our ability to provide educational opportunities to prepare our students, faculty and staff for the emerging trends that confront us.

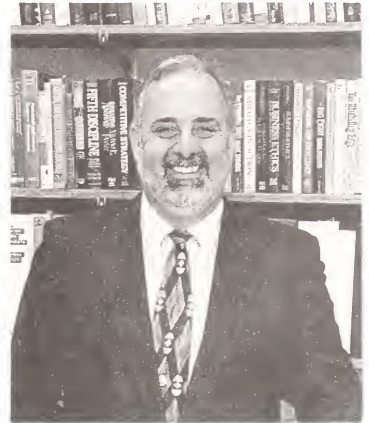
In response to these issues, the School of Business at Fairfield University has adopted a continuous improvement program that has created many exciting developments over the past year. We recognize the obligation to be responsive to external business and societal needs and, as a result, we have a number of significant accomplishments to report:

- We have "re-engineered" our undergraduate business core curriculum to provide a new model for the business of teaching business. Our new undergraduate curriculum introduces a set of integrated, cross-functional, team taught courses that create a "learning environment" that encourages creativity, innovation, cross-functional collaboration, communication, and leadership, and enhance technical proficiency in a business discipline.
- We have created a new MBA program with concentrations in Accounting, Finance, Human Resource Management, Information Technology, International Business, Marketing and Taxation to complement our existing Master of Science in Financial Management Program and our Certificate Program for Advanced Study in Finance.
- We will now be able to offer five year programs of study that will lead to both a Bachelor of Science degree in a chosen field and an MBA with a concentration in the same or a related field.
- We will introduce a "World MBA" option that will provide students with an opportunity to study at universities in Mexico, Europe, and Asia while pursuing their MBA from Fairfield University.
- We have received a grant of \$560,000 from the PepsiCo Foundation to enhance our International Studies Program which is a joint program with the College of Arts and Sciences. This grant will bring a group of Russian students and faculty to Fairfield University to study and participate in our business, economics, and humanities programs.
- We have received a \$157,000 grant from the Advanced Research Project Agency Technical Assistance Program to establish a Center for Global Competitiveness. This Center will provide proactive export assistance for firms interested in entering new global markets. In addition this will create opportunities for international projects and internships for graduate and undergraduate students.
- The School of Business faculty have been the leaders of the change and we have instituted a faculty development program so that faculty can continue their professional growth to meet the competitive challenges in education. We have a comprehensive process for supporting every faculty member in the continuous improvement of teaching, research, and service.
- We are in the process of establishing an international internship program for graduate and undergraduate students that will build on our relationships with the business community in Fairfield County.

We are prepared to meet the challenges of the new global marketplace and we welcome your participation in our graduate programs.



Russell P. Boisjoly, D.B.A.
Dean



The School of Business

The **School of Business** was established in 1978, having been a Department of Business Administration for 31 years within the College of Arts and Sciences. In 1981, in response to a stated need by the business community within Fairfield County, the School began its Master of Science in Financial Management program. The Certificate for Advanced Study in Finance was initiated in 1984. In 1994, in response to unprecedented market demand, the School of Business introduced the Master of Business Administration (MBA) Program with concentrations in Accounting, Finance, Human Resource Management, Information Technology, International Business, Marketing, and Taxation. The School of Business is unique among the academic units of the University in that it offers programs at both the undergraduate and graduate levels.

In January 1994, the School of Business was admitted to Candidacy Status for American Assembly of Collegiate Schools of Business (AACSB) Accreditation. Candidacy status is an indication that an institution has voluntarily committed to participate in a program of self-improvement and is actively progressing toward accreditation; candidacy status is not AACSB accreditation and does not guarantee eventual AACSB accreditation.



Mission Statement of the School of Business

In keeping with the mission of Fairfield University, the School of Business is committed to preparing students for leadership success in their personal and professional lives in the Jesuit tradition of educating the “whole” person, who is socially responsible and prepared to serve others.

The programs and curricula of the School of Business are directed at a diverse population of students. Through innovation and the integration of the many disciplines in the arts and sciences with the areas of commerce, our programs encourage the acquisition of interdisciplinary knowledge, personal skills, and technical competencies necessary in our increasingly complex, diverse and sophisticated world.

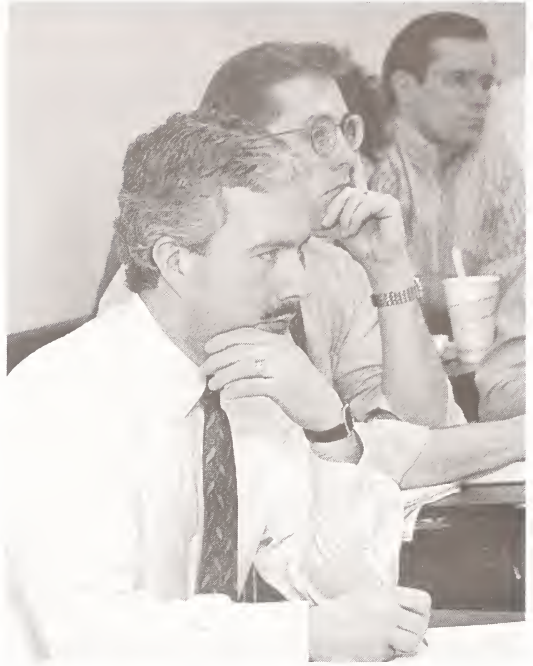
The School of Business emphasizes excellence in the classroom, in scholarly research, and in the application of concepts to the world of business and it:

- strives to attend to, and develop, all students to their fullest potential in accord with their needs, talents, and goals. This requires a commitment to teaching the “whole” person and recognition that excellence in teaching is its number one priority.
- The School of Business strives through its graduate and undergraduate programs to be recognized by the business and educational communities as one of the best, if not the best, of any small comprehensive university in the nation, serving students in both programs that have been selected for their high intellectual and leadership capacities, and who are likely to make outstanding contributions to the world of business, within the philosophy of the Jesuit tradition.
- The School of Business fosters excellence in its faculty, curricula, staff, and its facilities and programs through the devotion of resources for instructional development, and for faculty and staff development to enhance the learning process of its students and maximize the potential of faculty and staff.

- The School of Business strives to serve the expectations and needs of its stakeholders, internal and external, by continuously reviewing, evaluating and changing its mission, goals, programs, curricula, resource bases, intellectual contribution, and overall activity.
- The School of Business strives to create within its students and community an understanding and appreciation of the interrelationships of business, legal, social, and cultural systems through teaching, internships, faculty and student exchange programs, and resource networks so that students are prepared to meet the challenges of the global village in a socially responsible manner.
- The School of Business seeks to create a community of scholars, faculty, and students dedicated to understanding, and responding to, the needs of organizations and institutions; to create outstanding academic programs that foster the development of humane and ethical organizations; while concomitantly adding to the intellectual capital of the academy through the application of basic and applied research.
- The School of Business strives to maintain an appropriate balance of faculty in each discipline area within the School to serve the programs offered to satisfy stakeholder needs; to maintain a balance of teaching, intellectual contribution and service within each discipline area consistent with the excellence articulated in its mission; and to create a faculty development system consistent with achieving excellence in instructional development and intellectual contribution.

In carrying out its mission, the School of Business admits graduate students who have an average of 5 or more years of professional experience and an average formula score, 200 X Undergraduate GPA + GMAT Score, in excess of 1,100. Students who have little or no professional experience will be expected to have above average grade point averages (3.30 or above) and higher GMAT scores (e.g., 600 or above).

The School of Business offers classes at night and on weekends to serve the needs of part-time graduate students from the regional business community, and full-time students. Class sizes are small, 20 - 25 on average, with an emphasis on close interaction between the individual and the faculty member. The School of Business is dedicated to the use of the latest classroom teaching technologies and it has a



balanced emphasis between individual assignments and group work in a variety of different classroom formats, i.e., lectures, case work, experiential exercises, business projects, research papers.

The School of Business designs individual programs of study for each student within the context of programs to meet the individual's educational goals and professional objectives. The program design is completed upon matriculation, and each semester the individual can update or amend programs in consultation with the Director of Graduate Programs.

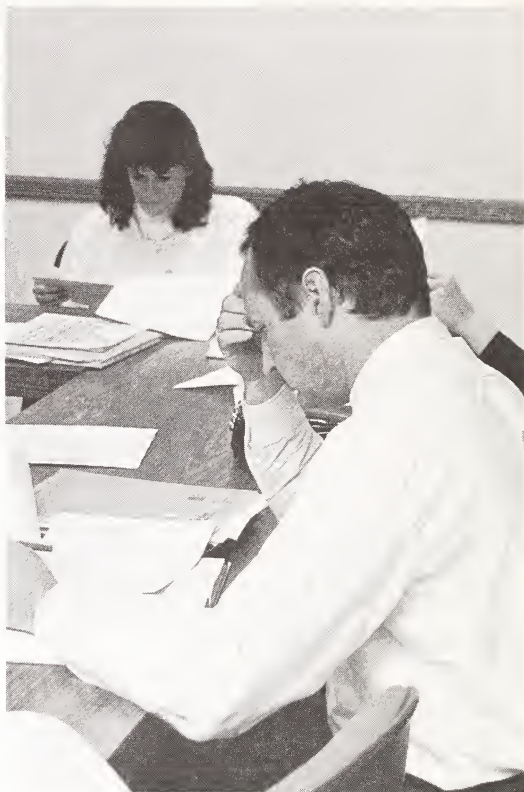
The School of Business faculty have an average of 10 years of professional business experience to accompany their strong academic preparation which includes an earned doctorate and, in nearly every case, previous academic work in the liberal arts and sciences, scholarly contributions and ongoing research interests, and continuing professional involvement in their chosen areas of expertise. The School of Business faculty are dedicated to teaching excellence and they have the unique ability to bridge the gap between theory and practice because of their business experience and strong academic backgrounds.

Description of the Master of Business Administration (MBA) Program

An MBA program is meant to be a generalist degree which covers all the relevant topical areas and gives a student the opportunity to specialize, but not major, in a functional area of business. The MBA program has three components: core courses, breadth courses, and specialization or concentration courses.

The **core courses** are not required courses; they are designated to provide fundamental tool and functional area competencies for students who either did not major in a business specialty as undergraduates, did not perform well academically as undergraduates, or took only a portion of the functional and tool courses that comprise the MBA core. For example, a student who majored in Economics as an undergraduate probably has sufficient background in economics, mathematics, statistics, and information systems, but lacks coursework in marketing, accounting, finance, organizational behavior, etc. Therefore, the Economics major would need to complete the missing core courses in order to have the same set of fundamental competencies as a student who majored in a business discipline. This is called "leveling," i.e., everyone starts at the same level, or nearly so, before they go on to take advanced coursework. Therefore, the core courses are prerequisites to the "true" MBA program.

The "true" MBA program is comprised of the **breadth courses** and the **specialization courses**. The new American Assembly of Collegiate Schools of Business (AACSB) accreditation standards require at least 30 semester hours of study beyond the core. The School of Business will limit the number of options that it offers in both the breadth and specialization courses to strengthen the program pedagogically with a strong set of breadth courses that everyone must take, and limit the number of specialization electives to provide a focus for each concentration.



Course Waiver Policy: Most students admitted to the program are able to waive selected preparatory workshops and/or core courses on the basis of previous coursework; upon successful completion of a written qualifying examination; or relevant work experience when combined with related coursework, qualifying examinations, program of graduate study and other factors. Students will not normally waive Breadth and Concentration courses.

Computer Usage: All students are expected to demonstrate and/or attain proficiency in the use of microcomputers and the mainframe computer during their program of study. Computer usage is integrated throughout the curriculum and it is expected in each course. The School provides fully equipped microcomputer labs for student use, and each student may obtain a computer account for access to the University's mainframe systems.

The Core Curriculum

The new AACSB standards require that the curriculum include the following core areas:

- Financial reporting, analysis and markets,
- Domestic and global economic environments of organizations,
- Creation and distribution of goods and services, and
- Human behavior in organizations.

Preparatory Workshops (2 credits each) *

- AC 400 Financial and Managerial Accounting (BU 401)
 IS 400 Computer Systems
 QA 400 Mathematical Economics (BU 411)
 QA 401 Statistical Analysis (BU 420)

* Old course numbers are in parentheses following the course title.

Core Courses *

Each of the courses listed below is three (3) credit hours.

- BU 400 Global Environment of Business (BU 550)
 BU 403 Ethics, Public Policy, Legal and Social Environment of Business (BU 460)
 BU 584 Global Competitive Strategy (BU 584)
 FI 401 Financial Management (BU 500)
 IS 401 Information Communication and Technology Management (BU 440)
 MG 400 Organizational Behavior (BU 470)
 MG 401 Strategic Management of Technology and Innovation (BU 415)
 MK 401 Marketing Management (BU 450)

Therefore the core curriculum is 32 credits, comprising 8 credits of Preparatory Workshops and 24 credits of Core Courses.

* Old course numbers are in parentheses following the course title.

The Breadth and Concentration Courses

"The MBA curriculum normally should require a minimum of 30 semester hours beyond the MBA core areas (C.1.3.a). A minimum of 18 hours is required in courses outside the area of specialization, if any." (C.1.3b, p. 21, Achieving Quality Through Continuous Improvement Through Self-Evaluation and Peer Review, AACSB, 1992.)

The Breadth Courses * – Required

- AC 402 Financial Statement Analysis and Communications (BU 402)
 BU 590 Research Seminar OR
 BU 599 Applied Project Practicum (BU 590)
 MG 501 Quality Management Processes (BU 565)
 MG 502 Organizational Theory (BU 570)
 MG 503 Human Resource Strategies (BU 575)
 MG 504 Leadership

* Old course numbers are in parentheses following the course title.

The Elective Courses *

Four elective courses are required with a minimum of three electives from one area of concentration (Accounting, Finance, Human Resource Management, Information Technology, International Business, Marketing, or Taxation).

All elective courses, whether in Accounting, Finance, Information Technology, International Business, Human Resource Management, Marketing, or Taxation have as prerequisites completion of the core courses with the exception of BU 584 Global Competitive Strategy. BU 584 Global Competitive Strategy has completion of all core courses and all breadth courses as a prerequisite.

* Old course numbers are in parentheses following the course title.

Accounting Concentration:

To earn a Master's in Business Administration with a concentration in Accounting the student must successfully complete the MBA core and breadth courses, as well as the area of concentration in Accounting. To be eligible for admission to this area of concentration, the students must have an undergraduate degree with a major in accounting or equivalent, i.e., B.S. or B.A. The equivalent of an undergraduate degree in Accounting includes successful completion of: Intermediate Accounting (6 credits), Advanced Accounting (3 credits), Cost Accounting (3 credits), and Auditing (3 credits). Other deficiencies will be handled on a case-by-case basis. Students choosing the Accounting area of concentration will be expected to substitute TX 501 or TX 535 for AC 402 as breadth courses.

Required Concentration Course

AC 510 Contemporary Issues and Problems In Accounting (*formerly AC 370*)

Elective Concentration Courses

AC 520 International Business, Accounting, and Tax Issues
 AC 530 Accounting for Governments, Hospitals, and Universities
 AC 540 Accounting for Decision Making and Control
 AC 550 Accounting Information Systems and Technology
 AC 560 Auditing and Internal Control Issues

Finance Concentration:

All students with a concentration in Finance must take the following courses:

FI 505 Case Problems in Finance (BU 505)
 FI 540 Investment Analysis (BU 540)
 A student may choose one or two courses from the following to complete the concentration:
 FI 520 Capital Budgeting (BU 520)
 FI 525 Working Capital Management (BU 525)
 FI 545 Portfolio Management (BU 545)
 FI 555 International Financial Management (BU 555)
 FI 585 Seminar in Contemporary Finance Topics (BU 585)

Human Resource Management Concentration:

MG 500 Corporate Culture and Diversity Management
 MG 505 Performance Appraisal and Compensation Systems
 MG 510 Law and Human Resource Management
 MG 520 Women in the Workplace
 MG 550 International Human Resource Management

MG 560 Entrepreneurship and Small Business Management

MG 570 Negotiations, Dispute Resolution and Labor Relations

Information Technology Concentration:

All students with a concentration in Information Technology must take the following courses:

IS 401 Information Communication and Technology Management (BU 440) (*Cannot be Waived*)
 IS 502 Impact of Computing on Work and Life
 IS 503 Decision Support and Expert Systems
 A student may choose one or two courses from the following to complete the concentration:
 IS 501 International Information Systems
 IS 585 Contemporary Topics in Information Systems (IS 505)

International Business Concentration:

AC 520 International Business, Accounting and Tax Issues
 BU 401 Export Strategies and Operations
 BU 526 International Business Law and Regulation
 FI 555 International Financial Management (BU 555)
 IS 501 International Information Systems
 MG 550 International Human Resource Management
 MK 550 International Marketing

Marketing Concentration:

All students with a concentration in Marketing must take the following courses:

MK 401 Marketing Management (BU 450) (*Cannot be Waived*)
 MK 510 Consumer Behavior
 MK 520 Marketing Research
 A student may choose one or two courses from the following to complete the concentration:
 MK 530 Sales and Distribution Management
 MK 540 Promotion Management
 MK 550 International Marketing Planning

Taxation Concentration:

All students with a concentration in Taxation must take the following courses:

TX 501 Federal Income Taxation of Individuals and Business (3 credits) plus Federal Tax Research Methodology (1 credit Lab)
 TX 502 Taxation of Property Transactions
 A student must choose a capstone and two elective courses from one of the following tracks to complete the concentration:



The Preparatory Workshops and Core Curriculum Course Descriptions

Business Taxation Track

TX 510 Corporate and Shareholder Taxation

TX 512 Advanced Corporate Taxation

Individual/Family Taxation Track

TX 520 Estate and Gift Taxation

TX 522 Taxation of Flow-Through Entities, Shareholders and Beneficiaries

Capstone Courses

TX 550 Business Tax Planning – Business Taxation Track

TX 560 Family Tax Planning – Individual Taxation Track

Additional Courses Not Part of Either Track

AC 520 International Business, Accounting and Tax Issues

TX 535 Taxation for Management Decisions (formerly AC 535)

Overall Program Requirements

Core Courses	32 credits
Breadth Courses	18 credits
Concentration Courses	12 credits
Total Requirements	62 credits

A minimum of 36 Graduate Credit Hours must be completed at Fairfield University for the MBA degree.

AC 400 Financial and Managerial Accounting (BU 401)

An examination of basic concepts and tools of analysis necessary for the collection, recording, quantification and reporting of financial events, as well as an examination of the ways by which financial data are used for planning and control decisions.

BU 400 Global Environment of Business (BU 550)

An examination of the operational strategies applicable to international business in the context of the environmental forces governing in the global economy. The principles and tools of analysis for evaluation of opportunities and threats in international markets are discussed, comprising assessment of the world economic environment by stage of development, the incidence of political risk, the impact of socio-cultural trends and other environmental issues relevant for international trade and investment strategies. On the basis of environmental analysis, the course reviews development of functional strategies in the areas of marketing, finance, organization and production for international business operations.

BU 402 Ethics, Public Policy, Legal and Social Environment of Business (BU 460)

An examination of the responsibility of business for the public health and welfare, as expressed in major developments in the law over the past half-century. The course includes: an introduction to the legal system as it expresses various social, ethical, and political norms; and common law and regulatory controls in such areas as consumer protection, unfair trade practices, workplace safety, environmental protection and fair employment practices. Students will consider current ethical and moral dilemmas that confront both managers and public officials in each of these areas.

BU 584 Global Competitive Strategy (BU 584)

This course considers the formulation of effective policy and strategy actions and their management. This course examines the role of the general manager in this process and presents diversified issues and problems a business firm and managers may be required to consider in strategic planning. The course also examines the problems and tasks of strategy implementation and the general manager's function of achieving stated objectives and the establishment of new objectives to assure the continuity of the business organization. Students will be required to prepare a business plan as part of this course.

FI 401 Financial Management (BU 500)

An examination of contemporary financial theory as applied to the corporation. Consideration is given to the investment decision, financing decision, and dividend decision in the framework of efficient international capital markets. Other topics discussed include utility theory, mean-variance theory, Modigliani-Miller theory and option pricing.

IS 400 Computer Systems

This course introduces the concepts associated with computers and business information systems. Topics include: data representation, preparation and structure; computer hardware; software concepts including program development and design; systems analysis and design; information systems analysis and design; and information systems in business.

IS 401 Information Communication and Technology Management (BU 440)

An examination of techniques for determining the information needs of a manager and for developing the systems using the appropriate technology whereby that information is available to the manager at the time required, in a format desired and at a cost that is reasonable.

MG 400 Organizational Behavior (BU 470)

An examination of micro-level organizational behavior theories as applied to organizational settings. Topics such as motivation, leadership, job design, interpersonal relations, group dynamics, communication processes, organizational politics, career development and strategies for change at the individual and group levels will be covered. An experiential format will be utilized to provide students with a simulated practical understanding of these processes in their respective organizations.

MG 401 Strategic Management of Technology and Innovation

An examination of the microeconomic theory of the organization. Topics covered include competitive analysis in various market structures, technology development, new product development, dealing with uncertainty and risk, technology transfer, technology management and selection, and other topics relevant to the economic value of the firm.

MK 401 Marketing Management (BU 450)

An examination of analytical and managerial techniques as applied to the marketing function. Emphasis is on the development of a conceptual framework necessary to plan, organize, direct and control the product, promotion, distribution, and pricing strategies of the firm. Consideration is also given to the way marketing relates to other units within the firm.

QA 400 Mathematical Economics (BU 411)

This course focuses on the economic concepts of equilibrium and optimization. The first half of the course will cover the economy-wide or macroeconomic equilibrium and its determinants. The role played by both the fiscal branch of government and the Federal Reserve will be discussed. The second half of the course will cover optimization at the microeconomic level. Both consumer and firm behavior will be examined. Finally, connections will be drawn between macro and micro aspects of the course. Throughout the course, mathematical economic methods will provide the expository process for the topics presented and discussed.

QA 401 Statistical Analysis (BU 420)

An examination of modern statistical methods including: descriptive statistics and elements of probability theory; discrete and continuous probability distributions; methods of estimation; hypothesis development and testing; linear and multiple regression analysis; simple nonparametric testing; analysis of variance and experimental design.

The Breadth Courses

AC 402 Financial Statement Analysis and Communications (BU 402)

An examination of the analysis and interpretation of financial statements, their use internally for planning and control purposes, and externally by creditors and regulatory agencies. Financial statements are reviewed to determine measures of liquidity, solvency, capital structure, return on investments and operating performance.

BU 599 Applied Project Practicum (BU 590)

This course will involve students working in teams solving real business/organizational problems. Students will be required to work with a manager from a corporation, nonprofit or government organization to solve a problem that the organization confronts. This will require the utilization of cross-functional skills in a self-directed work team setting under the supervision of a faculty member and with the guidance of the manager. A formal report and an executive-level professional presentation will be required of each team.

MG 501 Quality Management Processes (BU 565)

This is an introductory course in quality control for business students and as such is concerned with the connection between management philosophy and the notion of continuous improvement. The courses take a process-oriented approach that lends itself to an emphasis on the work of Deming and Shewhart to develop the distinction between a stable process and an unstable process. It is vital that management recognize this distinction and understand that a stable process is achieved by removing, one by one, the special causes of trouble which are best detected with simple statistical methods.

MG 502 Organizational Theory (BU 570)

An examination of macro-level organization behavior theories as applied to organizational settings. Topics such as goals, bureaucracy, organizational growth, the differences between organizational structures (functional, product, matrix designs), the relationship between strategy, structure and the external environment will be covered. Implications for managers in terms of decision-making processes, intergroup relations, interdepartmental power and politics, and strategies for organizational changes will be discussed.

MG 503 Human Resource Strategies (BU 575)

This course introduces students to the issues related to human resource management. The human resource function is described in relation to the organization within which this function is performed. General issues related to human resource management will be examined including the past, present and future function of human resources. The relationship between the organization and the environment also will be analyzed. This analysis will address issues that affect the organization and its relationship with its employees, e.g., the legal environment, changes in the workforce, changes in technology, and changes in international conditions.

MG 504 Leadership

Are great leaders born or made? This course will explore the art and science of leadership and interpersonal influence. Theories of leadership, empowerment, and delegation will be reviewed to determine what makes an effective leader. Students will participate in a variety of experiential exercises and participate in a team building "Leadership Challenge" experience.

Accounting Electives:

AC 510 Contemporary Issues and Problems In Accounting (formerly AC 370)

This course examines emerging issues, recent pronouncements, and unresolved problems associated with the financial reporting process. Topics to be covered include the nature of accounting theory, income measurement concepts, valuation models, international harmonization, social responsibility, and the usefulness of increased disclosure.

AC 520 International Business, Accounting, and Tax Issues

This course will examine both the cultural context of business and its impact on accounting and tax systems as well as current issues affecting the business entity in a global environment. Prerequisites: TX 501 or TX 535.

AC 530 Accounting for Governments, Hospitals, and Universities

This course will examine the fund accounting systems used by governments, hospitals and universities. Topics may include fund accounting, budgeting, and cost control systems.

AC 540 Accounting for Decision Making and Control

This course will review current problems in management accounting. Topics may include the nature of costs, allocation of cost, transfer pricing, budgeting, decision making, planning and control.

AC 550 Accounting Information Systems and Technology

This course will examine the analysis, design, and control of computerized accounting information systems.

AC 560 Auditing and Internal Control Issues

This course will examine current problems and issues in auditing and internal control. Topics may include fraud detection and the persuasiveness of audit evidence.

Finance Electives:**FI 505 Case Problems in Finance (BU 505)**

An examination and application of the principles developed in Financial Management to specific problems. The objective is a complete integration, in a strategic planning context, to the theory and practice of finance using case studies. Prerequisite: FI 401

FI 520 Capital Budgeting (BU 520)

An examination of the decision methods employed regarding long-term asset investment and capital budgeting policy. The course includes a study of quantitative methods used in the capital budgeting process - simulation, mixed integer programming, and goal programming. The student will use these techniques and supporting computer software to address questions raised in case studies. Prerequisite: FI 401

FI 525 Working Capital Management (BU 525)

An examination of the theory, practice and corporate policy of the management of current assets and current liabilities. Topical coverage includes cash and marketable securities management, cash budgeting, inventory control, accounts receivable management, and short-term and intermediate-term financing. Prerequisite: FI 401

FI 540 Investment Analysis (BU 540)

An examination of the determinants of valuation for bonds, stocks, options, and futures. The function of efficient capital markets are stressed in developing the risk-return tradeoffs essential to the valuation process. Prerequisite: FI 401

FI 545 Portfolio Management (BU 545)

An examination of how individuals and firms allocate and finance their resources through time between risky and riskless assets to maximize utility. An overall model is examined that provides the sense that the portfolio process is both dynamic and adaptive. Consideration is given to portfolio planning, investment analysis, portfolio selection, portfolio evaluation, and portfolio revision. Prerequisite: FI 540

FI 555 International Financial Management (BU 555)

The globalization of international financial markets presents international investors and multinational corporations with new challenges regarding opportunities and risks. This course examines the international financial environment of investments and corporate finance. The alternatives available to market participants are evaluated in terms of risk and benefits. Topics covered include exchange rate determination and types of risk exposure, basic financial equilibrium relationships, risk management through the use of currency options and futures, international capital budgeting and cost of capital, short-and long-term financing and country risk analysis.

FI 585 Seminar in Contemporary Finance Topics (BU 585)

An examination of recent practitioner and academic literature in various areas of finance. Topics will vary each semester to fit the interests of the seminar participants. Guest speakers will be invited as appropriate.



Human Resource Management Electives:

MG 500 Corporate Culture and Diversity Management

This course will explore organizational cultures as defined by the assumptions employees share about how business is performed. How organizational culture is shaped by its environment, the role of norms, behavioral expectations, and how culture influences reward systems (and vice versa) will be examined. Emphasis on planning for diversity and the management of employees with different cultural backgrounds also will be included.

MG 505 Performance Appraisal and Compensation Systems

This course is intended to build on the foundational evaluation and reward concepts covered in Human Resource Strategies. Students will explore in some depth the interface of organizational performance management and compensation systems. Topics may include 360 feedback programs, behaviorally-anchored rating scales, ESOPs, profit-sharing, gain-sharing, and the strategic use of employee benefits.

MG 510 Law and Human Resource Management

This course will examine law and public policy issues regarding employee rights and obligations, including employment discrimination, OSHA, pension and benefit issues, minimum wage, and workers' compensation and employment benefits. This course also covers methods of alternative dispute resolution including mediation, arbitration and negotiation in a Human Resource context.

MG 520 Women in the Workplace

This course focuses on gender issues in the workplace, through examination of such topics as sex role expectations, social roles and the construction of gender as it influences organization, gender role stereotyping, and gender and power. Also considered are issues such as pay differentials, work and family responsibility, women as entrepreneurs, sexual orientation, and the intersection of race, class, ethnicity and gender as factors affecting work and careers. The course will also cover the status of women workers in an international context.

MG 550 International Human Resource Management

This course recognizes the complexities of managing human resources in the global village. It deals with topics such as work force diversity as the firm enters new global markets, international training issues, legal and regulatory issues, retention, workforce mobility, compensation and other issues.

MG 560 Entrepreneurship and Small Business Management

This course will cover the topic of entrepreneurship and small business management. The focus of the course will be the development of entrepreneurial start-up ventures from the point of view of the founding entrepreneur. The characteristics and skills of successful entrepreneurs, the stages of growth of entrepreneurial businesses and the crises of management in start-up ventures will be explored. Issues confronting family and small business management also will be discussed. (Students will have the opportunity to create their own start-up business plan in conjunction with other faculty as the primary course requirement).

MG 570 Negotiations, Dispute Resolution, and Labor Relations

The dual aim of this course is to acquaint the student with the dynamics of the labor-management relation and to make the student a better negotiator and manager of workplace conflict. Toward these ends, this course examines the processes of bargaining and dispute resolution primarily in the context of the unionized environment. Case studies, law cases, and experiential exercises will be used to explore issues such as negotiations strategy, mediation, and arbitration. Successful models of cooperative relations between management and labor will also be covered.

MG 585 Contemporary Topics in Human Resource Management

An examination of recent practitioner and academic literature in various areas of Human Resource Management. Topics will vary each semester to fit the interests of the seminar participants. Guest speakers may be invited as appropriate.

Information Technology Electives:

IS 401 Information Communication and Technology Management

This course will examine the concepts and techniques of managing all aspects of information technology across the enterprise. A major information technology project will be required as a integral part of the course. Topics include: enabling the enterprise with information technology; strategic planning, emergence of a new breed of information-enabled business manager; deployment of technology and computer resource acquisition and allocation; business process redesign, role of information technology; planning and implementing enterprise-wide information technology; linking information technology to business functions; and end-user issues and solutions in developing and implementing computer systems.

IS 501 International Information Systems

This course will explore the impact of information technology on globalization of business, environments of West and East Europe, Pacific rim, and the Third World, models and issues, planning and managing global systems, and technology transfer. This will include the history and types of information systems, impact on business and increased competitiveness; information technology environment in West/East Europe, Pacific rim, Third World; technical, economic, behavioral issues of global information systems; multinational challenges, strategies for international agencies; technical components of global information systems, cost/benefit analysis of global systems, maintenance issues; and information technology transfer, transborder data flows, and electronic data interchange.

IS 502 Impact of Computing of Life and Work

Coping with cyberspace in work and life calls for a new type of "hero" for the information age — one who is a team player, is visionary, and has information-enablement in theory and application. This course will focus on appropriate use of information technology with special emphasis on the non-technical aspects of introducing computing in different environments, game playing and virtual reality implications. The course will present ways to cope with information technology in the workforce of the next century. The text will highlight work through the ages, technological change, automation, and progress; humanism, alienation, privacy and sur-

veillance, intellectual property; political correctness and ethical implications of the use of information technology; emergence of a new technologically-based elite, workforce 2000 issues; corporate decision-making, simulation concerns, training managers for the next century; power and information: dealing with complexity, accountability; and information technology and personal decision-making styles, personal productivity, and collaboration.

IS 503 Decision Support and Expert Systems

This course is a subset of IS 500 with more in-depth treatment of decision support systems (DSS). It includes a section on expert systems with laboratory sessions using PC-based expert system. This course will investigate artificial intelligence, expert systems, and DSS; building expert systems, cases and exercises with hands-on approach; human decision-making processes, systems and models; management and computer-assisted simulation for business scenarios; optimization and group DSS; and executive information systems.

IS 504 Information Systems Research Project

This will include an in-depth research project under supervision by an information systems faculty member. Nature, content, format, and reporting requirements arranged between faculty and participant, and must include interviews, data collection and analysis, systems identification and design, and implementation of the project. Team project will have clear delineations of work distribution, press reports, and final written report. Approval by faculty sponsoring the project and Area Coordinator.

IS 585 Seminar: Contemporary Topics in Information Systems

This course is derived from current literature on information technology. The topics will change from semester to semester depending on student and/or faculty interest and may include topics such as enterprise-wide computing with networks; modeling and business simulation; technotrends for the next century; creative problem-solving using information technology; executive information systems for decision-making; ethics, morals, and other socio-economics factors in the use of information technology; comparative computer languages: limitations and applications; and groupware and electronic media in decision-making.

International Business Electives:

AC 520 International Business, Accounting, and Tax Issues

This course will examine both the cultural context of business and its impact on accounting and tax systems as well as current issues affecting the business entity in a global environment. Prerequisites: TX 501 or TX 535.

BU 401 Export Strategies and Operations

An introduction to the conceptual, analytical and operational tools required by firms to develop export strategies in the contemporary international trade environment. The course will examine: the current structure and trends by commodity class of international trade in general and U.S. exports in particular; the current institutional, legal and tariff framework of international trade under the aegis of the WTO, NAFTA, ECM and other evolving supra-national and intra-national agreements; identification of target export products and customers on the basis of the SIC and Harmonized codes, aided by the Internet, the Commerce Bulletin Board and other services; counter-trade and other entry strategy options; selection of channels in export markets; logistics of international trade; international trade shows and other media of export promotion; export financing; management of foreign credit and foreign exchange risk; and discussion of successful national export strategies - case studies of Germany, Japan, Taiwan, Hong Kong, South Korea and China. A computer simulation exercise on developing an export strategy for a manufacturer will be an integral component of the course.

BU 526 International Business Law and Regulation

Public and private international law and regulation, emphasizing issues relevant to doing business internationally.

FI 555 International Financial Management (BU 555)

The globalization of international financial markets presents international investors and multinational corporations with new challenges regarding opportunities and risks. This course examines the international financial environment of investments and corporate finance. The alternatives available to market participants are evaluated in terms of risk and benefits. Topics covered include exchange rate determination and types of risk exposure, basic financial equilibrium relationships, risk management through the use of currency options and futures, international capital budgeting and cost of capital, short-and long-term financing and country risk analysis.



IS 501 International Information Systems

This course will explore the impact of information technology on globalization of business, environments of West and East Europe, Pacific rim, and the Third World, models and issues, planning and managing global systems, and technology transfer. This will include the history and types of information systems, impact on business and increased competitiveness; information technology environment in West/East Europe, Pacific rim, Third World; technical, economic, behavioral issues of global information systems; multinational challenges, strategies for international agencies; technical components of global IS, cost/benefit analysis of global systems, maintenance issues; and information technology transfer, transborder data flows, and electronic data interchange.

MG 550 International Human Resource Management

This course recognizes the complexities of managing human resources in the global village. It deals with such topics as workforce diversity as the firm enters new global markets, international training issues, legal and regulatory issues, retention, workforce mobility, compensation and other issues.

MK 550 International Marketing Planning

This course investigates the role of marketing and marketing management in different environments. It will focus on the distinction between the various marketing activities in a domestic setting versus the impact of the cultural, political, and geographic issues faced in different countries and regions of the world. The focus is on international marketing by firms in other countries as well as American firms.

Marketing Electives:

MK 510 Consumer Behavior

This is an interdisciplinary approach to understanding the behavior of consumers in the marketplace. Concepts will be covered from the fields of economics, psychology, social psychology, sociology, and psychoanalysis. Among the many topics covered are motivation, perception, attitudes, consumer search, and post-transactional behavior.

MK 520 Marketing Research

This course provides an overview of the risks associated with marketing decisions. Emphasis is on developing skills for conducting basic market research. Topics covered include problem formulation, research design, data collection instruments, sampling and field operations, validity, data analysis, and presentation of results.

MK 530 Sales and Distribution Management

This course focuses on the intermediaries which provide for the flow of goods between the producer and the consumer. Topics covered include channel management, the role of distribution channels, distributorship operations, the role of sales management in channel relations, and the elements of selling for both industrial and consumer goods.

MK 540 Promotion Management

A comprehensive course concerned with the design, implementation, and evaluation of promotional programs from the point of view of the promotional manager. Topics covered include sales, advertising, sales promotion, and public relations.

MK 550 International Marketing Planning

This course investigates the role of marketing and marketing management in different environments. It will focus on the distinction between the various marketing activities in a domestic setting versus the impact of the cultural, political, and geographic issues faced in different countries and regions of the world. The focus is on international marketing by firms in other countries as well as American firms.

Taxation Electives:

AC 520 International Business, Accounting and Tax Issues

This course will examine both the cultural context of business and its impact on accounting and tax systems as well as current issues affecting the business entity in a global environment. This course is not part of the taxation specialization. Prerequisite: TX 501 or TX 535.

TX 501 Federal Income Taxation of Individuals and Businesses

This course is designed to introduce students to fundamental tax concepts. Topics covered include individual and entity taxation, gross income and deductions, tax accounting, alternative minimum tax, taxation procedure, and research laboratory.

TX 502 Taxation of Property Transactions

This course will cover the taxation of real estate transactions, installments sales, and like-kind exchanges. Prerequisites: TX 400 or TX 501.

TX 510 Corporate and Shareholder Taxation

This course covers corporate formation, distributions, net operating losses, consolidated tax returns and penalty taxes. Prerequisites: TX 501, TX 502.

TX 512 Advanced Corporate Taxation

This course covers liquidations, corporate reorganizations, mergers and acquisitions, personal holding companies, accumulated earnings and international tax issues. Prerequisites: TX 510.

TX 520 Estate and Gift Taxation

This course covers the complete realm of the unified estate and gift tax section of the Internal Revenue Code. Prerequisites: TX 400 or TX 501.

TX 522 Taxation of Flow-Through Entities, Shareholders and Beneficiaries

This course covers the income taxation of estates and trusts, S corporations and partnerships. Prerequisites: TX 520, TX 502.

TX 550 Business Tax Planning

This course deals with the integration of topical areas of current tax planning involving domestic and foreign corporate issues. The case methodology will be used and will explore such issues as compensation planning, initial public offerings, sales and acquisitions and other forms of divestitures. Prerequisites: TX 510, TX 512.

TX 560 Family Tax Planning

This course deals with the integration of current topical areas involving estate and financial planning techniques. The case methodology will be used and will explore such issues as life insurance, retirement, estate freezes, preferred stock recapitalizations, issues of closely held businesses, and divorce. Prerequisites: TX 520, TX 522.

TX 535 Taxation for Management**Decision Making****(replaces AC 535 Corporate Tax Theory)**

This course is designed to develop in managers an awareness and appreciation of tax issues and their implications in decision making in the business environment. Focus will be placed on gross income concepts, taxable entities, the tax process, compensation planning and other issues which may affect the manager in planning. This course is not part of the taxation specialization.

Special Topics in Business:**BU 580 Seminar in Contemporary Topics**

An examination of recent practitioner and academic literature in various areas of business. Topics will vary to fit the interests of the seminar participants. Guest speakers will be invited as appropriate.



The Master of Science in Financial Management Program

The Master of Science in Financial Management Program consists of Preparatory Workshops, Core, and Specialization courses. The Preparatory Workshops and Core are intensive introductions to the subject areas which would have been covered if a student had earned a B.B.A. or B.S. degree in a business major at the undergraduate level.

Course Waiver Policy: Most students admitted to the program are able to waive selected preparatory workshops and/or core courses on the basis of previous coursework; upon successful completion of a written qualifying examination; or relevant work experience when combined with related coursework, qualifying examinations, program of graduate study and other factors.

Computer Usage: All students are expected to demonstrate and/or attain proficiency in the use of microcomputers and the mainframe computer during their program of study. Computer usage is integrated throughout the curriculum and it is expected in each course. The School provides fully equipped microcomputer labs for student use and each student may obtain a computer account for access to the University's mainframe systems.

Preparatory Workshops (2 credits each) *

AC 400 Financial and Managerial Accounting
(BU 401)

IS 400 Computer Systems

QA 400 Mathematical Economics (BU 411)

QA 401 Statistical Analysis (BU 420)

* Old course numbers are in parentheses following the course title.

Core Courses *

Each of the courses listed below is worth three (3) credit hours.

- AC 402 Financial Statement Analysis (BU 402)
- BU 400 Global Environment of Business (BU 550)
- BU 403 Ethics, Public Policy, Legal and Social Environment of Business (BU 460)
- FI 400 Monetary and Fiscal Policy (BU 412)
- FI 401 Financial Management (BU 500)
- IS 401 Information Communication and Technology Management (BU 440)
- MG 400 Organizational Behavior (BU 470)
- MG 401 Strategic Management of Technology and Innovation (BU 415)
- MK 401 Marketing Management (BU 450)

The Preparatory Workshops and Core Courses must be completed prior to taking specialization courses with the exception of FI 401, Financial Management, and FI 540, Investment Analysis, which may be taken concurrently with core courses, provided that the prerequisites have been satisfied.

Area of Specialization Courses *

Each of the courses listed below is worth three (3) credit hours.

- BU 510 Applied Forecasting (BU 510)
- BU 530 Production and Operations Management (BU 430)
- #BU 584 Global Competitive Strategy (BU 584)
- FI 505 Case Problems in Finance (BU 505)
- FI 520 Capital Budgeting (BU 520)
- FI 525 Working Capital Management (BU 525)
- FI 540 Investment Analysis (BU 540)
- FI 545 Portfolio Management (BU 545)
- #FI 555 International Financial Management (BU 555)
- #FI 560 Financial Markets and Institutions (BU 560)
- FI 585 Seminar in Contemporary Finance Topics (BU 585)
- #MG 501 Quality Management Processes (BU 565)
- TX 535 Taxation for Management Decision Making

* Old course numbers are in parentheses following the course title.

Required of all students in the Master of Science program.

These courses cannot be waived.

A minimum of 30 credits in the Area of Specialization is required to earn the Master of Science in Financial Management degree.

Research Seminar is also required of all M.S. students.





The Preparatory Workshops and Core Curriculum Course Descriptions

Graduate Research Seminar

The seminars BU 590 or BU 595 or BU 599 are the culmination of the Master of Science in Financial Management Program and individually they satisfy the research requirement. Most students address a corporate research issue related to their company or industry when completing the program's research requirement.

Each of the courses listed below is worth three (3) credit hours.

BU 590 Research Seminar
 BU 595 Thesis Seminar
 BU 599 Applied Project Practicum

Overall Program Requirements

Preparatory Core Courses	35 credits
Specialization Courses	30 credits
Research Course	3 credits
Total Requirements	68 credits

A minimum of 36 credits must be taken at Fairfield University after any waiver of course credit for the M.S. degree.

AC 400 Financial and Managerial Accounting (BU 401)

An examination of basic concepts and tools of analysis necessary for the collection, recording, quantification and reporting of financial events, as well as an examination of the ways by which financial data is used for planning and control decisions.

AC 402 Financial Statement Analysis and Communications (BU 402)

An examination of the analysis and interpretation of financial statements, their use internally for planning and control purposes, and externally by creditors and regulatory agencies. Financial statements are reviewed to determine measures of liquidity, solvency, capital structure, return on investments and operating performance.

BU 400 Global Environment of Business (BU 55)

An examination of the operational strategies applicable to international business in the context of the environmental forces governing in the global economy. The principles and tools of analysis for evaluation of opportunities and threats in international markets are discussed, comprising assessment of the world economic environment by stage of development, the incidence of political risk, the impact of socio-cultural trends and other environmental issues relevant for international trade and investment strategies. On the basis of environmental analysis, the course reviews development of functional strategies in the areas of marketing, finance, organization and production for international business operations.

BU 403 Ethics, Public Policy, Legal and Social Environment of Business (BU 460)

An examination of the responsibility of business for the public health and welfare, as expressed in major developments in the law over the past half-century. The course includes: an introduction to the legal system as it expresses various social, ethical, and political norms; and common law and regulatory controls in such areas as consumer protection, unfair trade practices, workplace safety, environ-

mental protection and fair employment practices. Students will consider current ethical and moral dilemmas that confront both managers and public officials in each of these areas.

FI 400 Monetary and Fiscal Policy (BU 412)

An examination of Keynesian, Monetarist and Rational Expectations theories of the role money in the economy, the study of monetary policy goals and their implementation. An examination of federal government fiscal functions and budgets in terms of equity, efficiency and stabilization.

IS 400 Computer Systems

This course introduces the concepts associated with computers and business information systems. Topics include: data representation, preparation and structure; computer hardware; software concepts including program development and design; systems analysis and design; information systems analysis and design; information systems in business.

IS 401 Information Communication and Technology Management (BU 440)

An examination of techniques for determining the information needs of a manager and for developing the systems using the appropriate technology whereby that information is available to the manager at the time required, in a format desired and at a cost that is reasonable.

MG 400 Organizational Behavior (BU 470)

An examination of micro-level organizational behavior theories as applied to organizational settings. Topics such as motivation, leadership, job design, interpersonal relations, group dynamics, communication processes, organizational politics, career development and strategies for change at the individual and group levels will be covered. An experiential format will be utilized to provide students with a simulated practical understanding of these processes in their respective organizations.

MG 401 Strategic Management of Technology and Innovation (BU 415)

An examination of the microeconomic theory of the organization. Topics covered include competitive analysis in various market structures, technology development, new product development, dealing with uncertainty and risk, technology transfer, technology management and selection, and other topics relevant to the economic value of the firm.

MK 401 Marketing Management (BU 450)

An examination of analytical and managerial techniques as applied to the marketing function. Emphasis is on the development of a conceptual framework necessary to plan, organize, direct and control the product, promotion, distribution, and pricing strategies of the firm. Consideration is also given to the way marketing relates to other units within the firm.

QA 400 Mathematical Economics (BU 411)

This course focuses on the economic concepts of equilibrium and optimization. The first half of the course will cover the economy-wide or macroeconomic equilibrium and its determinants. The role played by both the fiscal branch of government and the Federal Reserve will be discussed. The second half of the course will cover optimization at the microeconomic level. Both consumer and firm behavior will be examined. Finally, connections will be drawn between macro and micro aspects of the course. Throughout the course, mathematical economic methods will provide the expository process for the topics presented and discussed.

QA 401 Statistical Analysis (BU 420)

An examination of modern statistical methods including: descriptive statistics and elements of probability theory; discrete and continuous probability distributions; methods of estimation; hypothesis development and testing; linear and multiple regression analysis; simple nonparametric testing; analysis of variance and experimental design.

Area of Specialization Courses:

BU 510 Applied Forecasting (BU 510)

An examination of the construction and use of mathematical models and forecasting techniques. Linear programming, simulation and decision-making under uncertainty will be covered in detail. The classical methods of time-series forecasting will be presented. The emphasis will be placed upon the practicality and have extensive computer support.

BU 530 Production and Operations Management (BU 430)

An examination of the decisions required in the management of production and operations. The goal is to make the production and operations function a competitive and strategic weapon of the organization. The course stresses contemporary decision models and analytical methods appropriate

ate to the study of production and operations management. Computer applications are utilized to supplement in-class discussions.

BU 584 Global Competitive Strategy (BU 584)

This course considers the formulation of effective policy and strategy actions and their management. It examines the role of the general manager in this process and presents diversified issues and problems a business firm and manager may be required to consider in strategic planning. The course also examines the problems and tasks of strategy implementation and the general manager's function of achieving stated objectives and the establishment of new objectives to assure the continuity of the business organization. Students will be required to prepare a business plan as part of this course.

FI 401 Financial Management (BU 500)

An examination of contemporary financial theory as applied to the corporation. Consideration is given to the investment decision, financing decision, and dividend decision in the framework of efficient international capital markets. Other topics discussed include utility theory, mean-variance theory, Modigliani-Miller theory and option pricing.

FI 505 Case Problems in Finance (BU 505)

An examination and application of the principles developed in Financial Management to specific problems. The objective is a complete integration, in a strategic planning context, to the theory and practice of finance using case studies. Prerequisite: FI 401

FI 520 Capital Budgeting (BU 520)

An examination of the decision methods employed regarding long-term asset investment and capital budgeting policy. The course includes a study of quantitative methods used in the capital budgeting process - simulation, mixed integer programming, and goal programming. The student will use these techniques and supporting computer software to address questions raised in case studies. Prerequisite: FI 401

FI 525 Working Capital Management (BU 525)

An examination of the theory, practice and corporate policy of the management of current assets and current liabilities. Topical coverage includes cash and marketable securities management, cash budgeting, inventory control, accounts receivable management, and short-term and intermediate-term financing. Prerequisite: FI 401

FI 540 Investment Analysis (BU 540)

An examination of the determinants of valuation for bonds, stocks, options, and futures. The function of efficient capital markets are stressed in developing the risk-return tradeoffs essential to the valuation process. Prerequisite: FI 401

FI 545 Portfolio Management (BU 545)

An examination of how individuals and firms allocate and finance their resources through time between risky and riskless assets to maximize utility. An overall model is examined that provides the sense that the portfolio process is both dynamic and adaptive. Consideration is given to: portfolio planning, investment analysis, portfolio selection, portfolio evaluation, and portfolio revision. Prerequisite: FI 540

FI 555 International Financial Management (BU 555)

The globalization of international financial markets presents international investors and multinational corporations with new challenges regarding opportunities and risks. This course examines the international financial environment of investments and corporate finance. The alternatives available to market participants are evaluated in terms of risk and benefits. Topics covered include exchange rate determination and types of risk exposure, basic financial equilibrium relationships, risk management through the use of currency options and futures, international capital budgeting and cost of capital, short-and long-term financing and country risk analysis.

FI 560 Financial Markets and Institutions (BU 560)

An examination of financial markets in the context of their function in the economic system. The material will deal with the complexity of the financial markets and the variety of financial institutions that have developed. The dynamic nature of the financial world, which is continually evolving, will be stressed.

FI 585 Seminar in Contemporary Finance Topics (BU 585)

An examination of recent practitioner and academic literature in various areas of finance. Topics will vary each semester to fit the interests of the seminar participants. Guest speakers will be invited as appropriate.

MG 501 Quality Management Processes (BU 565)

This is an introductory course in quality control for business students and as such is concerned with the connection between management philosophy and the notion of continuous improvement. The course takes a process-oriented approach that lends itself to an emphasis on the work of Deming and Shewhart to develop the distinction between a stable process and an unstable process. It is vital that management recognize this distinction and understand that a stable process is achieved by removing, one by one, the special causes of trouble which are best detected with simple statistical methods.

TX 535 Taxation for Management Decision Making

This course is designed to develop in managers an awareness and appreciation of tax issues and their implications in decision making in the business environment. Focus will be placed on gross income concepts, taxable entities, the tax process, compensation planning and other issues which may affect the manager in planning. This course is not part of the taxation specialization.

Graduate Research Courses:

BU 590 Research Seminar

The Research Seminar is a capstone experience involving the scholarly application of integrated knowledge achieved during the student's program. The seminar requirement will be satisfied by the student's completion of an appropriate special project under the supervision of a faculty member.

BU 595 Thesis Seminar

The Thesis Seminar is a capstone experience involving the application of the scientific method to an original research question under the supervision of a Fairfield University faculty member. The research requirement is satisfied when the faculty supervisor approves the final draft of the thesis, which is then bound and submitted to the Nyselius Library.

BU 599 Applied Project Practicum (BU 590)

This course will involve students working in teams solving real business/organizational problems. Students will be required to work with a manager from a corporation, nonprofit or government organization to solve a problem that the organization confronts. This will require the utilization of cross-functional skills in a self-directed work team setting under the supervision of a faculty member and with the guidance of the manager. A formal report and an executive-level professional presentation will be required of each team.

The Certificate Programs for Advanced Study in Finance, Human Resource Management, International Business, and Marketing

The Certificate Programs for Advanced Study in Accounting, Finance, Human Resource Management, Information Technology, International Business, Marketing and Taxation provide opportunities for qualified professionals to enhance their competency and update their skills in an area of specialization. The program is available to individuals with a Master of Business Administration degree or a Master of Science degree in a business specialty.

The 15-credit program is designed to provide a complete integration to the theory and practice of contemporary business. The Certificate Programs for Advanced Study in Accounting, Finance, Human Resource Management, Information Technology, International Business, Marketing and Taxation are suitable for working professionals whose responsibilities are currently or expected to be in a particular specialty and who desire greater depth of academic preparation in that subject area; or for individuals outside of the area who desire to understand multifunctional thinking in order to compete effectively in the corporate marketplace. The program can benefit even those who have only recently graduated from a master's program because the fields of commerce are evolving rapidly and survey evidence indicates that corporations are becoming increasingly sophisticated in their application of management theory.

The program requires completion of the introductory course in the subject area, i.e., Finance: Financial Management, FI 401; Human Resource Management: Human Resource Strategies, MG 503; International Business: Global Environment of Business, BU 400; Marketing: Marketing Management,

MK 401; Information Technology: Information Communication and Technology, IS 401; and Taxation: Federal Income Taxation of Individuals and Businesses, TX 501; and four additional courses selected from the Area of Specialization of courses in that subject area for a total of 15 credits. All programs of study are planned, considering the interests and goals of the participant, with the Director of Graduate Programs.

Candidates for the certificate are to complete all requirements within three years of beginning their course work. They are expected to make some annual progress toward the certificate in order to remain in good standing. A candidate who elects to take a leave of absence must notify the Dean in writing.

Grades and academic average computation are identical to those of the MBA and MS programs. Certificates are awarded to candidates who complete their programs with at least a 3.00 overall grade point average.



General Regulations

Student Programs

All programs of study must be planned with an advisor. In granting approval, the advisor will consider the student's previous academic record and whether or not the prerequisites set forth for the specific program (MBA, MS or Certificate) have been met.

Time

Students are to complete all requirements for the MBA and MS programs within five years, and within three years for the Certificate Program, after beginning their course work. Each student is expected to make some annual progress toward the degree or certificate to remain in good standing.

A student who elects to take a leave of absence must submit a request, in writing, to the Dean.

Grades

The work of each student is graded on the following basis:

- A Excellent
- B Good
- C Fair
- F Failed
- I Incomplete
- W Withdrew without penalty

The symbol + suffixed to the grades of B and C indicates the upper ranges covered by those grades. The symbol – suffixed to the grades A, B and C indicates the lower ranges covered by those grades.

A students who elects to withdraw from a course must obtain written approval from the Dean. Refunds will not be granted without written notice. The amount of tuition refund will be based upon the date the notice is received. Fees are not refundable unless a course is canceled.

Academic Average

Each grade has a numerical value as follows: A = 4.00; A- = 3.67; B+ = 3.33; B = 3.00; B- = 2.67; C+ = 2.33; C = 2.00; C- = 1.67; F = 0. When the numerical value is multiplied by the credit value of the course, the resulting number is known as the number of quality points.

The student's grade point average is computed by dividing the number of quality points earned by the total number of credits completed, including failed courses. The average is rounded to the nearest second decimal place.

Maintenance of Academic Standards

Students are required to maintain satisfactory academic standards of scholastic performance.

Candidates for the master's degrees or the certificate program must maintain a 3.00 grade point average.

Probation

A student whose overall grade point average falls below 3.00 in any semester is placed on probation for the following semester. If the overall grade point average is again below 3.00 at the end of that semester, the student may be dropped from the School. Any student who receives two course grades in any business graduate program below 2.67 or B- will be excluded from the program.

Transfer of Credit

Transfer of credit from another approved institution of higher learning will be allowed if it is graduate work done after the completion of a bachelor's program and completed prior to entering Fairfield University.

No more than six credits may be transferred, and they must be appropriate to the student's present program. An official transcript of the work done must be received before a decision will be made on approving the transfer.

No transfer of credit will be considered until 12 semester hours of the student's program have been completed at Fairfield University. Although no credits for C courses may be transferred toward a degree, courses in which C grades were earned may, at the discretion of the Dean, be used for waiving Core courses.

Admission Policies

Admission Criteria for the Master of Business Administration and Master of Science in Financial Management Degrees

Admission policies will be the same for both the Master of Business Administration and the Master of Science in Financial Management Program. Students who hold a Bachelor's degree in any field from an accredited college or university and who have demonstrated their ability or potential to do high quality academic work are encouraged to apply.

Consistent with the requirements of the American Assembly of Collegiate Schools of Business, the criteria for admission to either program will be an appropriate undergraduate grade point average and an appropriate score on the Graduate Management Admission Test (GMAT).

The formula score for admissions is, generally, 1100, arrived at by multiplying the applicant's grade point average by 200 and adding that product to the GMAT score. As a practical matter, this will in most cases mean an undergraduate grade point average of at least 3.00 accompanied by a GMAT score of at least 500.

In addition, the admission process will require complete official transcripts of all undergraduate work, two letters of recommendation, and a self-evaluation of work experience. A Committee on Graduate Admissions will review the applications and select those who will be accepted into the program.

Admission Procedure for the Master of Business Administration and Master of Science in Financial Management Degrees

The following items must be on file with the Committee on Graduate Admissions of the School of Business before an applicant may be considered for admission.

- 1) a completed Application for Admission form
- 2) a \$40 application fee payable to Fairfield University
- 3) a statement of self-evaluation of work experience and career objectives
- 4) an official copy of transcripts of previous college or university work

- 5) completed recommendation forms from two references (one recommendation normally should be from a faculty member and one from a present or former employer)
- 6) a score for the Graduate Management Admission Test
- 7) proof of immunization against measles and rubella in compliance with State of Connecticut regulations.

The applicant should submit items 1,2,3, and 7 directly to the Committee on Graduate Admissions and arrange for items 4 through 6 to be submitted to the Committee.

NOTE: Students from non-English speaking countries are required to submit a Test of English as a Foreign Language (TOEFL) Score Report. Details of the test are available from any U.S. Embassy or information office or from the Educational Testing Service.

Admission Procedure for the Master of Business Administration and Bachelor of Science Five Year Undergraduate and Graduate Program

Admission and Program Requirements:

- 1) a minimum 3.00 grade point average
- 2) SAT scores of 1100 or above or a GMAT formula score of 1100 or above ($200 \times \text{GPA} + \text{GMAT score}$)
- 3) satisfaction of prerequisite core preparation courses in Calculus, Statistics, Accounting I and II, Business Decision Making, Creating a Competitive Environment, Information Systems, Legal Environment of Business, Business Ethics, Macroeconomics, Microeconomics with at least a 3.00 grade point average with no grades in the aforementioned courses below a grade of 2.67 or B-. The aforementioned core courses may be waived, or substituted for, by analogous courses deemed appropriate by the Associate Dean or Director of Graduate Program of the School of Business. All participants in this program will be expected to complete at least 12 courses or 36 credits at the graduate level, of which two courses or six credits will be transferable toward completion of the undergraduate degree. Students in this program will not be permitted to waive MG 401, Competitive Analysis and Technology Deployment, or BU 584, Competitive Strategy.

- 4) four graduate courses or up to 12 graduate credits may be taken during the fourth academic year (September to graduation) of study, and two graduate courses or six graduate credits may be double counted toward completion of undergraduate business major or business minor or business core or free elective requirements.
- 5) formal admission to the program will occur after the third year of study at Fairfield University and satisfactory completion of all prerequisite core preparation courses and admission requirements as stipulated in items 1, 2, and 3 and all other admission requirements stipulated for the MBA program. Admission to the combined BS/MBA will require the payment of additional tuition and fees as indicated in the graduate catalog of the School of Business.
- 6) every student in the program must maintain at least a 3.00 grade point in all courses. If a student receives two course grades of 2.67 or below in either graduate or undergraduate courses after admission to the combined five-year program, he or she will be excluded from the MBA program.
- 7) at least one course in the undergraduate curriculum must be an internship that must be completed by the end of the fourth year of study.

The Graduate Management Admission Test

The Graduate Management Admission Test (GMAT), offered by the Educational Testing Service (Box 966-R, Princeton, NJ 08541), is a test of aptitude rather than a test of business knowledge per se. The test, offered four times each year, examines two areas, verbal and quantitative. A score is earned in each area and the scores are added together for a total GMAT score which ranges between 200 and 800. The actual required score for admission of an individual candidate into the program depends upon the cumulative grade point average earned in undergraduate work and an assessment of all parts of the candidate's application dossier.

Admission Criteria for the Certificate Program for Advanced Study in Accounting, Finance, Human Resource Management, Information Technology, International Business, Marketing, and Taxation

Students who hold a Master of Business Administration degree or a Master of Science degree in a business specialty, who have professional experience and who have demonstrated their ability to do high quality academic work are encouraged to apply.

The following items must be on file with the Committee on Graduate Admissions of the School of Business before an applicant may be considered for admission.

- 1) a completed Application for Admission form
- 2) a \$40 application fee payable to Fairfield University
- 3) a recent résumé
- 4) an official copy of transcripts of previous undergraduate and graduate work
- 5) proof of immunization against measles and rubella in compliance with State of Connecticut regulations.

The applicant should submit items 1,2,3, and 5 directly to the Committee on Graduate Admissions and arrange for item 4 to be submitted to the Committee.

Part-Time Student Tuition and Fees

A part-time graduate student enrolls for less than 9 credit hours per semester of graduate level courses

The schedule of tuition and fees for part-time students are as follows:

Application for Matriculation (not refundable)	\$40
Registration per semester	\$20
Part-time student Tuition per credit hour	\$415
Change of course	\$10
Computer Lab Fee	\$45
Promissory Note Fee	\$25
Commencement Fee (required of all degree recipients)	\$90
Transcript	\$4
Returned Check Fee	\$20

Full-Time Student Tuition and Fee Schedule

A full-time graduate student enrolls for at least 9 and not more than 15 credit hours per semester of graduate level courses.

Application for Matriculation (not refundable)	\$40
Registration per semester	\$20
Full-time student Tuition per semester	\$6,750 (9 credit hours to 15 credit hours)
Change of course	\$10
Computer Lab Fee	\$45
Promissory Note Fee	\$25
Commencement Fee (required of all degree recipients)	\$90
Transcript	\$4
Returned Check Fee	\$20

The trustees of the University reserve the right to change tuition rates and the fee schedule and to make additional changes whenever they believe it necessary.

Full payment of tuition and fees and authorization for billing a company must accompany registration. Payments may be made in the form of cash (in person only), check, money order, MasterCard, VISA, or American Express. All checks are payable to Fairfield University.

No degree will be conferred and no transcripts will be issued for any student until all financial obligations to the University have been met.

The University offers several deferred payment options.

Deferred Payment. During the Fall and Spring semesters, students deemed eligible may defer payment on tuition as follows:

For students taking less than six credits - at the time of registration the student pays one-half of the total tuition due plus all fees and signs a promissory note for the remaining tuition balance. The promissory note payment due date varies according to each semester.

For students taking six credits or more - at the time of registration, the student pays one-fourth of the total tuition due plus all fees and signs a promissory note to pay the remaining balance in three consecutive monthly installments. The promissory note payment due dates vary according to the semester.

Failure to honor the terms of the note will prevent future deferred payments and affect future registrations.

Reimbursement by Employer. Many corporations pay their employees tuition. Students should check with their employers.

If they are eligible for company reimbursement, students must submit, at in-person registration, a letter on company letterhead stating approval of the course registration and the terms of payment. The terms of this letter, upon approval of the Bursar, will be accepted as a reason for deferring that portion of tuition covered by the reimbursement. Even if covered by reimbursement, all fees (registration, processing, lab or material) are payable at the time of registration. Students will be required to sign a promissory note which requires a \$25.00 processing fee. This note states that an outstanding balance must be paid in full prior to registration for future semesters. A guarantee that payment will be made must be secured at the time of registration by either a MasterCard, VISA, or American Express credit card. If the company offers less than 100% reimbursement unconditionally, the student must pay the difference at the time of registration and sign a promissory note for the balance. Letters can only be accepted on a per semester basis. Failure to pay before the next registration period will prevent future deferred payments and affect future registrations.

The Computer Facilities

The computer facilities at Fairfield University provide state-of-the-art access to personal computer laboratories, minicomputers, and the library collection which includes databases, bibliographies, and the card catalog. The University is connected to Internet which provides access to bulletin boards, e-mail, databases, and library collections across the world. Computer access is facilitated by the high speed fiber optic cabling with a transmission speed capability of up to 10 megabits per second. Classrooms, faculty offices, dormitory rooms, and administrative offices all are wired with the fiber optic cable. Academic computing is supported by a VAX 6430 with a VMS operating system, an AIX with a UNIX operating system, a VAX 5100 Ultrex with a UNIX operating system, and a DEC Alpha for faculty research. The Nyselius Library is supported by a VAX 4000 with a VMS operating system and administrative computing is supported by an IBM RISC 6000 Model 980.

The University has eight personal computer laboratories with a variety of hardware and software for the DOS, Windows and Macintosh environments. These labs are used for classroom instruction and walk-in service. The labs are open nearly 18 hours every day and are staffed with lab assistants for software and hardware consultations.

The Library Collection

The circulating and reference collections together contain more than 25,000 volumes in pertinent subjects. These include not only titles in the comprehensive business and economics classifications, but also volumes in the technology area covering such topics as management information systems, risk analysis, patents, operations research, work measurement, technological forecasting, and distribution. In addition, the international concentration can draw upon supporting materials in the areas of politics, government, and law.

The 325 periodicals specifically assigned to business and economics comprise nearly 18% of the library's 1,830 current subscriptions. A number of titles appearing on the library's general list offer further substance for the program. These include newspapers such as *The New York Times*, the *Wall Street Journal*, and the *Washington Post*, as well as periodicals such as *Conference Board Briefings*, *Beijing Review*, *Current Digest of the Soviet Press*, *Korea's Economy*, and *PC Magazine*.

Relevant compact disc databases include *Periodical Abstracts on Disc*; *Newspaper Abstracts on Disc*; *Compact D/SEC (Disclosure)*, financial data on publicly-held U.S. companies; *Worldscope*, a financial and corporate information database covering more than 5,500 multinational and domestic corporations; and *ABI Inform*, a more general business abstracts database; and *NTDB (National Trade Data Base)*. Data from the 1990 census also is available on CD-ROM. The library's mediated and end-user search services provides access to many additional databases through vendors such as Dialog, BRS, and OCLC.

The library's Media Department contains audiovisual resources and microforms collections, which include extensive newspaper and periodical backfiles. Representative videotapes applicable to the program include the four-part series **Doing Business in Asia** and Tom Peter's **In Search of Excellence**.

The library holds more than 50% of the Harvard Business School Core List. A bibliography of the School's basic collection is published every one to two years. It, together with the School's monthly "additions" list, is one of the library's primary selection sources for materials in support of School of Business programs. The library held 40% of the new titles in the 1995 edition, and is in the process of acquiring those now in print that are relevant to the School of Business programs so that holdings will approximate 80% by the end of the spring semester. The library currently subscribes to 50% of the titles covered by the **Business Periodicals Index**.



Faculty

The faculty who teach in this program include:

Bharat B. Bhalla

Associate Professor of Finance

B.A., Punjab University; M.B.A., Delhi University; Ph.D., Cornell University.

Russell P. Boisjoly

Dean and Professor of Finance

B.S., University of Massachusetts at Lowell; M.B.A., Boston University; D.B.A., Indiana University.

Bruce Bradford

Assistant Professor of Accounting

B.S., M.S., Ph.D., Virginia Polytechnic Institute and State University; M.B.A., Arkansas State University; D.B.A., Memphis State University; C.P.A., Tennessee.

Paul Caster

Assistant Professor of Accounting

B.S., Lehigh University; M.B.A., A.B.D., University of Chicago; Ph.D., University of North Texas; C.P.A., New Jersey.

Gerald O. Cavallo

Associate Professor of Marketing

B.B.A., Pace University; M.B.A., Columbia University; M.B.A., Ph.D., City University of New York.

J. Michael Cavanaugh

Assistant Professor of Management

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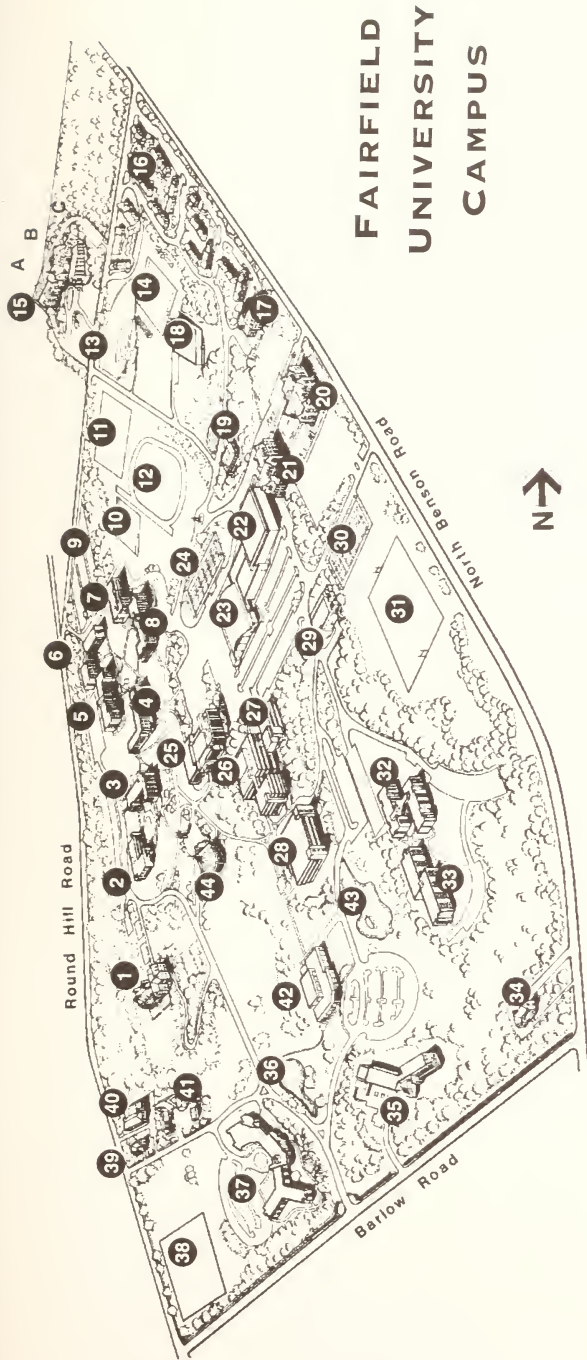
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